



Driving Innovation in the Manufacturing Sector: The Role of Empowering Leadership, Perceived Organizational Support, and Knowledge Sharing on Innovative Work Behavior

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Abstract

Background: In a competitive business environment, organizations are required to encourage innovative work behavior of employees through contextual factors such as perceived organizational support and empowering leadership.

Objective: This study aims to examine the influence of these two variables on innovative work behavior, with psychological empowerment and knowledge sharing as mediators.

Methods: Based on social exchange theory, the study used a quantitative survey approach on 305 employees of Company X, analyzed using Covariance-Based Structural Equation Modeling (CB-SEM).

Results: The results show that empowering leadership and perceived organizational support have a positive and significant effect on innovative work behavior. Knowledge sharing and psychological empowerment are proven to be partial mediators in the relationship between empowering leadership and perceived organizational support for innovative work behavior, with knowledge sharing as a more dominant mediator.

Conclusion: These findings suggest that organizations design structured knowledge sharing programs as an innovation-oriented HR development strategy. The limitations of the study include the use of self-assessment questionnaires in which all variables are measured based on respondents' own perceptions which have the potential for common method bias and the context of one company that limits generalization. Further research can use more diverse data sources and expand the context of different industries.

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INTRODUCTION

The development of an increasingly dynamic, complex, and competitive global business environment has made innovation one of the most important sources of competitive advantage for organizations (de Barros et al., 2025). Digital transformation, changes in consumer behavior, global economic uncertainty, and accelerated technological developments require companies to be able to adapt quickly and sustainably (Anderson et al., 2020). In this context, innovation is no longer seen as an activity that is only carried out by research and development (R&D) units, but rather as the responsibility of all organizational elements (de Barros et al., 2025). The success of innovation is largely determined by the organization's ability to encourage employees to generate, develop, and implement new ideas in their daily work or known as innovative work behavior (de Barros et al., 2025). Innovative work behavior is becoming increasingly important because it is a

tangible form of individual contribution in creating process improvement, work efficiency, product development, and solutions to various organizational challenges (Thneibat, 2025).

The importance of innovative work behaviors is increasingly evident in the manufacturing sector that faces high competitive pressures after the COVID-19 pandemic (Anderson et al., 2020). The pandemic has changed the global business paradigm and encouraged companies to carry out operational transformation, digitalization, and strengthening human resource capabilities to remain able to survive and develop (Anderson et al., 2020). However, various factors are still obstacles to the emergence of innovative work behaviors in the organizational environment, such as market uncertainty, increasing work complexity, rapid technological change, limited organizational support, less empowering leadership patterns, and low collaboration and knowledge exchange between employees (Johannes & Tatiana, 2024). In an environment characterized by volatile, uncertain, complex, and ambiguous (VUCA) conditions, organizations need a work system that is able to encourage active employee involvement in the innovation process in order to respond to changes more adaptively (Johannes & Tatiana, 2024).

If these various factors are not managed properly, the organization has the potential to experience a decrease in productivity, low adaptability, decreased competitiveness, and stagnation of innovation (Farooq et al., 2021). In Indonesia's manufacturing sector, the growth of the processing industry in 2024 will only reach around 4.43%, far below the government's target of 8%. This condition shows that the increase in investment is not fully able to produce optimal growth if it is not supported by sustainable innovation. Research by Farooq et al. (2021) shows that innovation orientation has a positive relationship with organizational performance and business success. Therefore, the innovative work behavior of employees is one of the strategic assets that need to be developed to create continuous efficiency, productivity, and competitive advantage (Farooq et al., 2021).

In the human resource management literature, innovative work behavior is influenced by various contextual and psychological factors (Seo et al., 2025). Two factors that have received a lot of attention are empowering leadership and perceived organizational support (Jabid et al., 2025; Margaretha et al., 2025). Empowering leadership is a leadership style that provides autonomy, trust, participation in decision-making, and opportunities for employees to develop their abilities (Jabid et al., 2025). Empowering leadership is able to increase confidence, intrinsic motivation, and employee courage in trying new ideas (Jabid et al., 2025). On the other hand, perceived organizational support describes the extent to which employees believe that the organization values their contributions and cares about their well-being (Margaretha et al., 2025). When employees feel supported by the organization, they tend to show higher commitment and actively participate in activities that add value to the organization, including innovative behaviors (Ononye, 2023).

In addition to organizational factors, innovative work behaviors are also influenced by internal psychological mechanisms and social processes that occur in the workplace (Yadav et al., 2023). One of the important psychological mechanisms is psychological empowerment, which is a condition when individuals feel that they have meaning in their work, adequate competence, autonomy in action, and the ability to influence the outcome of work (Yadav et al., 2023). Psychological empowerment allows employees to be more confident in taking the initiative and facing the risks inherent in the innovation process (Seo et al., 2025). On the other hand, innovation also requires a continuous exchange of information and experience between members of the organization (Choi et al., 2022). Therefore, knowledge sharing is an important factor that allows new ideas to be developed collectively through the process of joint learning (Hanafy et al., 2025). Employees who actively share knowledge will find it easier to come up with creative solutions and implement innovations that benefit the organization (Choi et al., 2022).

This research offers novelty through the development of an integrated model that links empowering leadership and perceived organizational support to innovative work behavior by involving psychological empowerment and knowledge sharing as simultaneous mediation variables (Hanafy et al., 2025; Margaretha et al., 2025). Most previous studies still test the direct relationship between variables or use only one mediation mechanism in explaining innovative work behaviors (Hanafy et al., 2025). This study expands on previous studies by integrating organizational factors, psychological factors, and social factors in one comprehensive conceptual

model (Hanafy et al., 2025). In addition, research was conducted on a multinational manufacturing company in the animal feed industry, which has the characteristics of a matrix organization and high operational innovation demands (Ventures, E. A., Inc., 2021). This context is still relatively rare in previous research, thus making a more specific empirical contribution to the development of the literature on organizational behavior and human resource management (Ventures, E. A., Inc., 2021).

The urgency of this research is increasing in line with the demands of the manufacturing industry to continue to innovate in the face of global competition (Johannes & Tatiana, 2024). Company X as part of the X Group runs various organizational transformation programs oriented towards innovation and human development through various learning initiatives, competency development, and employee engagement (Ventures, E. A., Inc., 2021). However, the company still faces challenges in improving its competitive position in the Indonesian animal feed industry which is dominated by large companies such as Charoen Pokphand, Japfa, and Malindo. Therefore, understanding the factors that are able to drive innovative work behavior is very important to ensure that various organizational programs can be translated into real innovative behaviors at the individual level (Prasojo & Sridadi, 2025).

Based on this background, this study aims to analyze the influence of empowering leadership and perceived organizational support on the innovative work behavior of Company X employees. In addition, this study also aims to examine the role of psychological empowerment and knowledge sharing as a mediation mechanism that explains how the influence of these two organizational variables can be translated into innovative work behaviors (Hanafy et al., 2025; Margaretha et al., 2025).

METHOD

Research Design

This research is designed to gain a comprehensive understanding of the factors that drive the emergence of innovative employee work behaviors in the context of manufacturing companies. The main focus of the research is directed at the relationship between empowering leadership and perceived organizational support for innovative work behavior through psychological empowerment and knowledge sharing as a mechanism that explains the process of forming innovative behavior in the work environment. The research design was systematically compiled to capture employees' perceptions of the organizational conditions they experienced and how these perceptions translated into work behaviors that support organizational innovation. The approach used allows researchers to identify the relationship between variables empirically based on data obtained directly from respondents in the context of the organization that is the object of the research (Sekaran & Bougie, 2020).

Research Location and Context

This research was carried out at Company X which is part of the X Group and is engaged in the animal feed manufacturing industry. The selection of research locations is based on the characteristics of companies that have a strong orientation towards innovation, organizational transformation, human resource development, and the application of a matrix organizational structure that involves cross-functional and cross-site collaboration. These characteristics make the company a relevant context to examine employees' innovative work behavior. In addition, the company actively encourages various innovation and competency development programs to provide an appropriate environment to observe the influence of organizational factors on employees' innovative work behavior (Ventures, E. A., Inc., 2021).

Research Time

The research was carried out in a span of six months, starting from the stage of problem identification, literature review, preparation of research instruments, data collection, data processing, to interpretation of research results. The research process took place in the period of December 2025 to May 2026. The time frame was chosen to ensure that all stages of research can be carried out systematically and provide an opportunity for researchers to obtain adequate data to describe the actual condition of the organization at the time of the research (Sekaran & Bougie,

2020).

Research Focus and Aspects

This study focuses on five main variables that are related to employees' innovative work behavior. The first variable is empowering leadership, which describes the extent to which the leader gives authority, trust, and opportunities to employees to participate in decision-making. The second variable is perceived organizational support which shows employees' level of confidence that the organization values their contributions and cares about their well-being. The third variable is psychological empowerment which represents the psychological condition of individuals in interpreting work, competence, autonomy, and influence on work. The fourth variable is knowledge sharing which describes the behavior of sharing information, experience, and knowledge between members of the organization. The fifth variable is innovative work behavior which shows the ability of individuals to produce, promote, and implement new ideas that provide added value to the organization (Spreitzer, 1995; Eisenberger et al., 1986; Ahearne et al., 2005; Janssen, 2000).

Population and Research Sample

The research population includes all employees working in various business units and operational locations of Company X. The population was chosen because all employees have the opportunity to engage in innovation activities that support the achievement of organizational goals. Given the large population and spread across various work units, the study uses sampling techniques that allow for the representation of respondents from various organizational functions. Based on the calculation of sample needs using the Krejcie and Morgan approach, the number of respondents who met the research criteria was 305 employees. These numbers are considered adequate to describe population conditions and support an accurate analysis of the relationships between variables (Krejcie & Morgan, 1970).

Data Collection Techniques

The research data was obtained through the distribution of questionnaires to respondents who had met the research criteria. The use of questionnaires was chosen because it was able to reach a large number of respondents efficiently and allowed the measurement of individual perceptions of the variables studied. Each statement in the questionnaire is compiled based on indicators that have been developed and used in previous research so that it has a strong theoretical foundation. Before being used in the main study, the research instrument first goes through the readability testing stage and initial evaluation to ensure that each statement can be well understood by the respondent and is able to represent the measured construct (Hair et al., 2022). This study used a 7-point Likert scale to measure respondents' levels of agreement and disagreement with the statements. The Likert scale is used to assess respondents' attitudes and perceptions toward something that cannot be directly measured, such as personal opinions and judgments (Dawes, 2008). The 7-point Likert scale was chosen because it is easy for respondents to understand and still clearly illustrates differences in attitudes.

Research Instruments

The research instrument consists of a set of statements that are used to measure each research variable. The measurement of empowering leadership refers to the indicators developed by Ahearne et al. (2005), while perceived organizational support refers to the instruments developed by Eisenberger et al. (1986). Psychological empowerment is measured using indicators developed by Spreitzer (1995), while knowledge sharing refers to the concept of knowledge sharing that has been used in various organizational behavior research. The innovative work behavior was measured using indicators developed by Janssen (2000). All statement items use a measurement scale that allows respondents to provide an assessment based on the level of approval of the conditions they experience in the work environment (Spreitzer, 1995; Janssen, 2000).

RESULTS AND DISCUSSION

Results

Visualization and Conclusion of Research Hypothesis

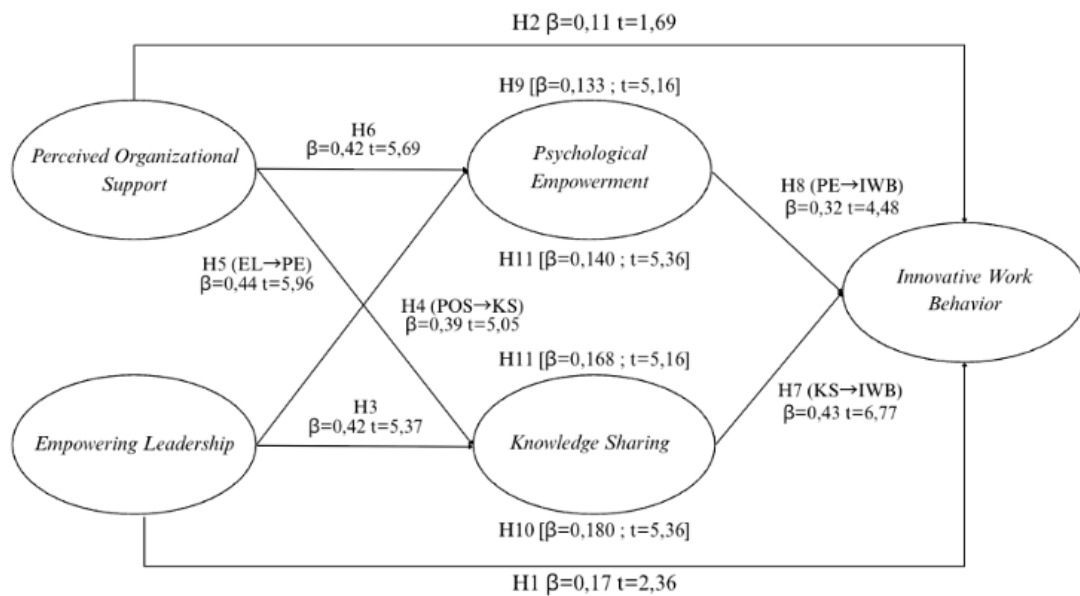


Figure 1. Results of Research Model Analysis

The visualization of the relationship paths between variables can be seen in Figure 1, which shows the direction, coefficient (β), and t-value of each tested relationship, both direct and mediation. The figure shows that all tested relationship paths exhibit t-values exceeding the threshold of 1.645, indicating that all hypotheses in this study are empirically supported by the data.

Based on the results of the direct and indirect influence significance tests, a comprehensive picture of the interrelationships between constructs in this research model was obtained. Hypotheses were evaluated by considering the significance of both direct and indirect (mediation) path coefficients, in accordance with the statistical significance criteria recommended by Hair et al. (2022), namely a t-value > 1.645 for one-way testing.

Research Study Profile

This research was carried out at Company X, a animal feed manufacturing company that is part of the X Group. This company was chosen because it has organizational characteristics that place innovation as one of the company's core values and runs various human resource development programs that are oriented towards improving capabilities and employee involvement. In the context of an increasingly competitive manufacturing industry, companies need innovative contributions from employees to improve operational efficiency, product quality, and continued competitive advantage (Ventures, E. A., Inc., 2021).

The study involved 305 respondents from various work units and operational locations of the company. Respondents consist of employees who have direct involvement in operational activities and organizational support functions. The involvement of respondents from various departments provided a more comprehensive picture of employees' perceptions of leadership, organizational support, psychological empowerment, knowledge-sharing behaviors, and innovative work behaviors that occur in the organization. The number of respondents used was considered to have met the needs of the structural model analysis developed in this study (Krejcie & Morgan, 1970).

Based on the respondent profiles, the research shows that participants come from diverse work backgrounds, both in production, operational, technical, administrative, and other supporting functions. The variation in the characteristics of the respondents provides an opportunity to capture the phenomenon of innovative work behavior from various different work

perspectives. Thus, the results of the study are able to describe the actual condition of the organization more representative of the entire population of company employees (Hair et al., 2022).

Overview of Research Variables

Descriptive analysis showed that in general, respondents gave a positive assessment of all variables studied. The empowering leadership variable obtained a relatively high perception from respondents. These findings indicate that leaders in organizations have demonstrated leadership practices that provide opportunities for employees to participate in decision-making, provide confidence in subordinates' abilities, and encourage independence in the execution of work. This condition reflects the organization's efforts to build a work environment that supports the active participation of employees in work processes and innovation (Ahearne et al., 2005).

In the perceived organizational support variable, the majority of respondents showed a positive perception of the support provided by the organization. Employees assess that the organization pays attention to the well-being, competency development, and contribution they make to the company. This perception suggests that the relationship between the organization and employees runs in a pattern of positive social exchange that has the potential to encourage the emergence of various work behaviors that benefit the organization, including innovative behaviors (Eisenberger et al., 1986).

The psychological empowerment variable also showed a high tendency to assessment. These results illustrate that employees feel that the work they do has meaning, provides opportunities to demonstrate competence, enables independent decision-making, and influences the work results of the organization. High psychological empowerment shows that employees have confidence in their ability to face job challenges and make valuable contributions to the organization (Spreitzer, 1995).

In the knowledge sharing variable, the results of the study show that employees are quite active in sharing information, experience, and knowledge with colleagues. These knowledge sharing activities occur through formal and informal interactions that take place in the work environment. These findings show that organizations have a fairly open work culture in supporting the joint learning process as well as exchanging experiences that can increase work effectiveness and organizational innovation (Choi et al., 2022).

Meanwhile, the innovative work behavior variable shows that most of the respondents have been involved in activities related to the creation of new ideas, the development of ideas, and the implementation of innovative solutions in daily work. These findings show that innovation does not only occur at the managerial level, but also arises from operational activities carried out by employees in various work units. This condition shows that innovative work behavior has become part of the organizational dynamics that support the company's sustainable transformation (Janssen, 2000).

Research Model Testing Results

The research model was tested using the Covariance-Based Structural Equation Modeling (CB-SEM) approach. Before hypothesis testing is carried out, all research indicators first go through the measurement model evaluation stage. The test results show that all constructs used in the study have met the requirements for validity and reliability so that they are suitable for use in structural model testing. These findings show that the research instrument is able to measure the variables studied consistently and in accordance with the theoretical constructs used (Hair et al., 2022).

Structural model testing shows that the research model has an adequate level of suitability. Thus, relationships between variables developed based on theoretical frameworks can be used to explain employees' innovative work behavior. These results indicate that a model that integrates empowering leadership, perceived organizational support, psychological empowerment, knowledge sharing, and innovative work behavior is able to provide a good explanation of the phenomenon studied (Hair et al., 2022).

Hypothesis Testing Results

Testing the significance of the direct influence in the structural model is carried out by referring to the t-value obtained from the path analysis of the structural model. A positive coefficient value indicates a positive relationship between variables, while the t-value is used to assess the significance of the relationship. Referring to Hair et al. (2022), the relationship between variables can be declared significant at the 95% confidence level if the t-value is greater than 1.645 for a one-tailed test.

Table 1*Results of the Direct Effect Significance Test*

Hypothesis	Connection	Coefficient	t-value	Conclusion
H1	<i>Empowering Leadership → Innovative Work Behavior</i>	0,165	2,363	Significant positive
H2	<i>Perceived Organizational Support → Innovative Work Behavior</i>	0,114	1,689	Significant positive
H3	<i>Empowering Leadership → Knowledge Sharing</i>	0,42	5,374	Significant positive
H4	<i>Perceived Organizational Support → Knowledge Sharing</i>	0,392	5,051	Significant positive
H5	<i>Empowering Leadership → Psychological Empowerment</i>	0,444	5,962	Significant positive
H6	<i>Perceived Organizational Support → Psychological Empowerment</i>	0,421	5,685	Significant positive
H7	<i>Knowledge Sharing → Innovative Work Behavior</i>	0,428	6,768	Significant positive
H8	<i>Psychological Empowerment → Innovative Work Behavior</i>	0,316	4,483	Significant positive

Source: Researcher Processed Results (2026)

The test results show that empowering leadership has a positive and significant influence on innovative work behavior. These findings show that the higher the level of empowering leadership, the higher the tendency of employees to generate, develop, and implement new ideas in their work. Employees who gain trust, support, and opportunities to participate in decision-making tend to be more courageous to take initiative and show creativity in getting work done (Jabid et al., 2025).

Perceived organizational support has also been proven to have a positive and significant influence on innovative work behavior. Employees who feel valued and supported by the organization show a greater tendency to make additional contributions through innovative behavior. Organizational support creates a sense of security and trust so that employees are more motivated to engage in activities that benefit the organization (Margaretha et al., 2025).

The results of the study also show that empowering leadership has a positive influence on knowledge sharing. Leaders who provide opportunities for employees to participate and develop themselves are able to create a work environment that encourages the exchange of information and experiences between employees. This condition increases the intensity of knowledge sharing, which is one of the important factors in the organizational innovation process (Hanafy et al., 2025).

In addition, perceived organizational support has been proven to have a positive effect on knowledge sharing. Employees who feel supported by the organization are more open to sharing their experiences and knowledge with colleagues. This behavior strengthens collaboration and expands access to information that can be used to support innovation activities (Ononye, 2023).

The next hypothesis test showed that empowering leadership and perceived organizational support both had a positive effect on psychological empowerment. These results show that empowering leadership and organizational support that employees feel are able to increase the confidence, meaning of work, autonomy, and influence that employees have in their

work. The higher the level of psychological empowerment perceived, the greater the chance of the emergence of proactive and innovative work behaviors (Yadav et al., 2023).

The findings of the study also show that knowledge sharing has a positive influence on innovative work behavior. Employees who actively share information and experiences have broader access to a wide range of knowledge sources that can be used to generate new solutions. Knowledge exchange allows for a combination of ideas and collective learning that is the basis for innovation in organizations (Choi et al., 2022).

In addition, psychological empowerment has been proven to have a positive effect on innovative work behavior. Employees who feel they have capability, control, and meaning at work show a greater tendency to participate in innovation activities. Such psychological conditions provide the courage for individuals to try new approaches and take the necessary risks in the innovation process (Seo et al., 2025).

Mediation Test Results

To test the role of psychological empowerment and knowledge sharing as mediators in the relationship between perceived organizational support and empowering leadership on innovative work behavior, a mediation path analysis was conducted. The indirect effect was calculated by multiplying the path coefficient between the independent variable and the mediator and the dependent variable (innovative work behavior). The total effect was obtained by summing the direct and indirect effects.

Table 2

Results of the Mediation Path Test

Mediation Path	Indirect Effect	Total Effect	t-value	Conclusion
H9: POS → Psychological Empowerment → Innovative Work Behavior	0,133	0,415	5,168	Significant positive, partial mediation
H10: Empowering Leadership → Knowledge Sharing → Innovative Work Behavior	0,180	0,485	5,366	Significant positive, partial mediation
H11: Empowering Leadership → Psychological Empowerment → Innovative Work Behavior	0,140	0,485	5,366	Significant positive, partial mediation
H12: POS → Knowledge Sharing → Innovative Work Behavior	0,168	0,415	5,168	Significant positive, partial mediation

Source: Researcher Processed Results (2026)

The results of the mediation test showed that psychological empowerment plays a mediator in the relationship between empowering leadership and innovative work behavior. These findings indicate that empowering leadership not only has a direct influence on innovative behavior, but also increases employee empowerment which ultimately encourages the emergence of innovative work behavior. In other words, part of the influence of empowering leadership on innovative behavior occurs through an increase in psychological empowerment felt by employees (Hanafy et al., 2025).

Psychological empowerment has also been shown to mediate the relationship between perceived organizational support and innovative work behavior. Employees who feel organizational support tend to have higher levels of psychological empowerment, making them more motivated to come up with new ideas and participate in innovation activities. These findings suggest that psychological conditions are one of the important mechanisms in explaining how organizational support translates into innovative work behaviors (Yadav et al., 2023).

In addition, knowledge sharing has been proven to mediate the relationship between empowering leadership and innovative work behavior. The results show that empowering leaders are able to create a work environment that encourages knowledge exchange between employees. The process of sharing knowledge then becomes an important means for the development of ideas and the implementation of innovations in organizations (Hanafy et al., 2025).

Knowledge sharing also mediates the relationship between perceived organizational support and innovative work behavior. Research findings show that the organizational support that employees feel increases the tendency to share knowledge with colleagues. The higher intensity of knowledge sharing then strengthens the organization's ability to generate and implement new ideas that are valuable to the company (Choi et al., 2022).

Discussion

The Role of Empowering Leadership in Encouraging Innovative Work Behavior

This research was conducted to answer the needs of modern manufacturing organizations in improving employees' innovative work behavior as a source of sustainable competitive advantage. The results of the study show that empowering leadership has a positive and significant influence on innovative work behavior. These findings indicate that employees' innovative behaviors do not arise spontaneously, but are influenced by how leaders provide trust, autonomy, and opportunities for employees to participate in the decision-making process. In a complex work environment such as the animal feed manufacturing industry, employees need space to convey ideas, conduct experiments, and take initiative without fear of negative consequences. When these conditions are available, employees are more motivated to come up with new solutions that can increase the efficiency and effectiveness of the company's operations (Jabid et al., 2025).

The findings answer one of the main urgency of the research, namely how organizations can improve innovative behavior in the midst of increasingly fierce industry competition. Prior to this study, there was still a gap in understanding the mechanisms that explain how leadership influences innovative behavior in the context of multinational manufacturing companies. The results of the study show that empowering leadership is one of the factors that is able to bridge the organization's need for innovation with real behavior carried out by employees. These findings support the Social Exchange Theory which states that individuals will reciprocate the positive treatment received from the organization or its leaders through behaviors that benefit the organization, including innovative behaviors (Cropanzano & Mitchell, 2005).

From a practical perspective, these results show that organizations are not enough to rely solely on work systems or technology to generate innovation. Leadership that provides trust and empowerment is a factor that greatly determines the success of organizational transformation. If the company is able to strengthen empowering leadership practices consistently, the impact can be increased employee involvement, the emergence of ideas for improving work processes, increasing productivity, and creating a more sustainable culture of innovation (Jabid et al., 2025).

The Effect of Perceived Organizational Support on Employees' Innovative Behavior

The results of the study show that perceived organizational support has a positive influence on innovative work behavior. These findings explain that the organizational support that employees feel is an important factor in driving the emergence of innovative behaviors. Employees who feel valued, cared for, and receive support from the organization tend to have higher motivation to contribute outside of the formal duties for which they are responsible. One form of such contribution is through the development and implementation of new ideas that can provide added value to the organization (Eisenberger et al., 1986).

These findings are particularly relevant in the context of Company X which is undergoing organizational transformation through various employee development and innovation programs. Organizational support that is realized through training, competency development, employee involvement, and welfare programs not only provides benefits for individuals, but also has an impact on improving the organization's ability to produce innovations. The results of the study show that when employees feel that the organization cares about their well-being and development, a sense of belonging to the organization arises which is then realized through more

proactive and innovative work behavior ([Margaretha et al., 2025](#)).

Theoretically, these results strengthen the Organizational Support Theory which explains that organizational support forms a reciprocal relationship between individuals and organizations. When the organization provides adequate support, employees feel a moral obligation to make greater contributions to the organization. In the context of this study, the contribution is realized through innovative work behaviors that are able to improve the overall performance of the organization ([Eisenberger et al., 1986](#)).

Psychological Empowerment as a Psychological Mechanism for Shaping Innovation

One of the important contributions of this research is its success in explaining that psychological empowerment plays a role as a mechanism that bridges the relationship between empowering leadership and perceived organizational support for innovative work behavior. These findings suggest that the influence of organizational leadership and support does not occur directly, but is first internalized by the individual through certain psychological processes. When employees feel they have competence, work meaning, autonomy, and influence on their work, they will be more confident in generating new ideas and taking the necessary risks in the innovation process ([Spreitzer, 1995](#)).

These results provide an answer to a problem previously found in manufacturing organizations, namely why human resource development programs do not always result in significant improvements in innovation. This research shows that the success of an organization's program depends on the extent to which the program is able to create a sense of empowerment in employees. Without psychological empowerment, various forms of organizational support have the potential to become administrative facilities that are unable to produce real behavioral changes ([Yadav et al., 2023](#)).

The positive impact of increased psychological empowerment is not only seen in innovative behaviors, but also in increased intrinsic motivation, work engagement, and individual readiness to face organizational change. Therefore, companies need to ensure that any employee development policy not only focuses on improving technical competencies, but is also able to strengthen the psychological dimensions that support innovation ([Seo et al., 2025](#)).

Knowledge Sharing as a Key Factor Driving Innovation

The findings of the study show that knowledge sharing is one of the factors that has a strong influence on innovative work behavior. These results show that innovation in an organization does not only depend on individual abilities, but is also strongly influenced by the organization's ability to create an environment that encourages the exchange of information and knowledge. In the context of the manufacturing industry, the process of sharing knowledge is very important because most innovations arise from operational experience, practical learning, and collaboration between employees involved in production and administrative activities ([Choi et al., 2022](#)).

This finding is in line with the actual condition of Company X which implements a matrix organizational structure and demands cross-functional and cross-site collaboration. Complex organizational structures require effective knowledge-sharing mechanisms so that the experiences and learnings gained by one individual can be leveraged by other individuals in the organization. If the process goes well, then organizations have a greater opportunity to produce sustainable innovations ([Hanafy et al., 2025](#)).

From a practical perspective, the results of the study show that organizations need to develop systems and cultures that support knowledge sharing consistently. Forms of implementation that can be carried out include discussion forums, communities of practice, digital platforms for sharing knowledge, mentoring, coaching, and cross-departmental collaboration programs. If the strategy is implemented optimally, the organization will not only benefit in the form of increased innovation, but also an increase in organizational learning speed and work process efficiency ([Peng et al., 2023](#)).

Comparison of Findings with Previous Research and Research Novelty

One of the main objectives of this research is to fill the research gap that is still contained in the literature on innovative work behavior. Previous research conducted by Hanafy et al. (2025) shows that empowering leadership influences innovative work behavior through psychological empowerment and knowledge sharing. However, the study has not included perceived organizational support as an organizational factor that has the potential to influence employees' innovative behavior. Therefore, this study expands on the previous research model by integrating empowering leadership and perceived organizational support simultaneously in one comprehensive conceptual model (Hanafy et al., 2025).

The results of the study show that the proposed novelty has been proven empirically. Not only does empowering leadership affect innovative work behavior, but perceived organizational support has also been proven to have a significant influence both directly and through psychological empowerment and knowledge sharing. These findings show that employee innovation is not only influenced by relationships with leaders, but also by their perception of the organization as a whole. Thus, this study provides a broader perspective than previous research that tended to focus on only one organizational factor (Margaretha et al., 2025).

Another novelty that has been successfully proven is the discovery of the role of knowledge sharing as a mediator that is relatively stronger than psychological empowerment. These results show that in the context of multinational manufacturing companies, innovation is more influenced by social processes in the form of knowledge exchange than by individual psychological conditions alone. These findings are a new contribution that enriches the literature on innovative work behavior in the manufacturing sector which has so far emphasized more individual aspects than collaborative aspects (Hanafy et al., 2025).

Organizational Implications and Long-Term Impacts

Based on the overall results of the research, it can be understood that innovative work behavior is the result of an interaction between organizational factors, psychological factors, and social factors. Organizations that want to increase innovation need to build systems that support all three aspects simultaneously. Empowering leadership provides a leadership foundation that supports creativity, perceived organizational support creates a sense of security and attachment to the organization, psychological empowerment builds an individual's confidence in their abilities, while knowledge sharing allows ideas and experiences to develop into collective innovation (Cropanzano & Mitchell, 2005).

If the organization is able to manage these four factors consistently, the long-term impact that can be obtained is an increase in the organization's adaptability to changes in the business environment, an improvement in the quality of decision-making, an acceleration of the innovation process, higher operational efficiency, and the formation of an organizational culture that is oriented towards continuous learning and improvement. In the context of the manufacturing industry facing global competition pressures, this condition is a source of competitive advantage that is difficult for competitors to imitate because it comes from the human resource capabilities of the organization (Farooq et al., 2021).

Thus, the results of this study confirm that organizational innovation does not only depend on technology or capital investment, but is highly determined by the organization's ability to build empowering leadership, create strong organizational support, strengthen employee psychological empowerment, and foster a culture of sustainable knowledge sharing. The combination of these four factors is the main foundation in creating innovative work behavior as a driver of organizational transformation and competitiveness in the future (Hanafy et al., 2025; Margaretha et al., 2025).

CONCLUSION

This study aims to analyze the influence of empowering leadership and perceived organizational support on employees' innovative work behavior by considering the role of psychological empowerment and knowledge sharing as a mediation mechanism in the context of multinational manufacturing companies. Based on the results of the analysis conducted, it can be concluded that the innovative work behavior of employees is not only directly influenced by organizational leadership and support factors, but also through psychological and social

processes that develop in the work environment. Empowering leadership and perceived organizational support by employees prove to be an important foundation in building working conditions that drive innovation at the individual level. The study's key findings suggest that knowledge sharing and psychological empowerment play a role as a mechanism that explains how organizational support and leadership practices can be translated into innovative work behaviors. Between the two mechanisms, knowledge sharing shows a more dominant contribution in strengthening innovative work behavior. These results indicate that innovation in modern manufacturing organizations depends not only on individual capabilities, but also on the organization's ability to create a collaborative environment that allows for a continuous exchange of knowledge. Theoretically, this study contributes to the development of the literature on human resource management and organizational behavior through an integrative model that connects empowering leadership, perceived organizational support, psychological empowerment, knowledge sharing, and innovative work behavior in one conceptual framework. This study also expands on previous studies by providing empirical evidence in the context of multinational manufacturing companies which is still relatively limited in the literature. However, this study has limitations because it uses a cross-sectional design that has not been able to capture behavioral changes over time and uses respondent perception data that has the potential to cause common method bias. In addition, the research was only conducted on one company, thus limiting the generalization of research results. Therefore, further research is recommended to use a longitudinal design, involving more organizations from various industry sectors, and considering other variables such as organizational commitment, leader-member exchange, innovation climate, or digital leadership to gain a more comprehensive understanding of the factors that influence employee innovative work behavior.

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AUTHOR CONTRIBUTION STATEMENT

Author 1 conceived and designed the study, developed the research framework, collected and analyzed the data, and prepared the original manuscript draft. Author 2 supervised the research, validated the methodology and analytical procedures, interpreted the findings, and revised the manuscript, and approved the final version for publication.

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